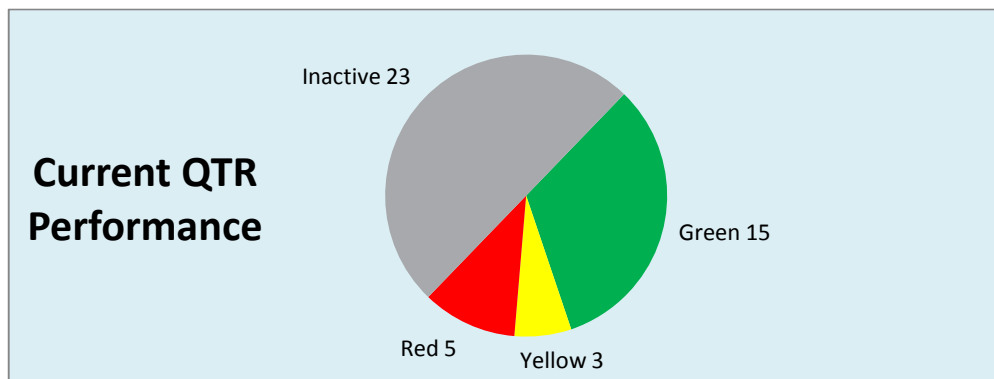


Department of Commerce
QTR: Monday, August 04, 2014

Process Measure Score Card

Latest Measure Date:



Measure Number	Type	Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
OP1 - Shaping and Driving Policy, Process Owner: Cheryl Smith														
OP1.A	Cost/ Quant.	Legislative reports	Number of legislative reports submitted after the due date (need to know total number due)	60%	60%-35%	35%	30%	down	Quarterly	SharePoint tracking sheet	Brad Wright	Active		0%
OP2 - Seeking and Receiving Funding, Process Owner: Cary Retlin														
OP2.A	Time	Fiscal notes to OFM	Total number of fiscal notes requested/fiscal notes that were received by OFM on time.	70%	70%-90%	90%	90%	up	Weekly	Commerce Central Budget Office	Don Whiting	Active	Central Budget implemented new efficiencies, like a streamlined process for 'no impact' notes which resulted in faster fiscal note processing. Our total fiscal note volume was also lower this year, which may have contributed to Commerce's high on-time rate.	98%
OP2.B	Quality	Number of capital decision packages sent to OFM that were included in the Governor's Budget for Commerce.	Requests that were included in the Governor's first budget/total capital decision packages submitted by Commerce.	50%	50%-75%	75%	75%	up	Annual	Commerce Central Budget Office	Cary Retlin	Active	Analysis of historical data will be conducted between now and the next QTR to determine if the ranges for this measure need to be adjusted.	37.5%
OP2.C	Cost/ Quant.	Percent growth of competitive funds	Percent growth in total dollar amount of competitive funds won each year.	10%	10%-95%	95%	TBD	up	Annual	New	Cary Retlin	Inactive	Ranges based on prior year. Target Date for full activation: January, 2015	

Measure Number	Type	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
				Red	Yellow	Green								
OP3 - Developing and Modifying Programs, Process Owner: Bev Emery														
OP3.A	Cost/ Quant.	New programs not approved by target date	Count number of new program designs not approved by target date	5	5-1	1	0	down	Quarterly	Form	Bev Emery	Inactive	Data source - One time form to new program staff. Target Date for Full Activation: October, 2014	
OP3.B	Quality	Number of new programs developed requiring avoidable revisions to program policies within first 6 months	Count the number of new programs required to revise the design in the 6 months post design approval	5	5-1	1	0	down	Quarterly	Form	Bev Emery	Inactive	Data source - One time form to new program staff. During 2013-2015, identified 2 new programs. Target Date for Full Activation: October 2014	
OP3.C	Cost/ Quant.	Modified program measure TBD	TBD	0	-	0	0		0	0	Bev Emery	Inactive	Informational: During 2013-2015, approx 20 programs changed their policies. Target date for Full Activation: January 2015	
OP3.D	Quality	Modified program measure TBD	TBD	0	-	0	0		0	0	Bev Emery	Inactive	Informational: During 2013-2015, approx 20 programs changed their policies. Target date for Full Activation: January 2015	
OP4 - Funding Programs and Projects, Process Owner: Bruce Lund														
OP4.A	Time	Applications reviewed within target timeframe	Number of applications reviewed on time divided by number of qualified applications submitted	93%	93%-97.5%	97.5%	100%	up	Quarterly	Programs	Bruce Lund	Inactive	Data source is each funding or service program that has a selection timeline. Target date for full activation: January, 2015	
OP4.B	Quality	Percent of applications rejected at threshold	Number of rejected applications submitted divided by number of eligible applications submitted	20%	20%-12%	12%	5%	down	Quarterly	Programs	Bruce Lund	Inactive	Data source is each funding or service program that has a selection timeline. Target date for full activation: October, 2014	
OP4.C	Quality	Applicant effort rating	Percent of applicants rating ease of completing application as a 4 or 5	70%	70%-80%	80%	90%	up	Quarterly	Application	Bruce Lund	Inactive	Data source will be a question at the end of the application. Target date for full activation: July, 2015	
OP4.D	Cost/ Quant.	Percent of submitted applications requiring rework	Number of applications requiring rework divided by number of eligible applications submitted	40%	40%-25%	25%	5%	down	Quarterly	Programs	Bruce Lund	Inactive	Target date for full activation: October, 2014	

Measure Number	Type	Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
OP5 - Managing Grants and Contracts, Process Owner: Mark Barkley														
OP5.A	Cost/ Quant.	Project ready to contract Execution	Number of contracts not completed within specified time divided by total contracts completed. 5 of 50 contracts not completed on time 5/50 or 10%	30%	30%-10%	10%	0	down	Quarterly	Program	Mark Barkley	Inactive	Target date for full activation: January 2016	14.0%
OP5.B	Cost/ Quant.	Invoices received incomplete	Invoices received with incomplete information or with errors divided by total invoices received. 10 of 100 invoices incomplete 10/100 or 10%	30%	30%-10%	10%	0	down	Quarterly	CMS	Mark Barkley	Inactive	Target date for full activation: April, 2015	4.0%
OP5.C	Quality	TBD	Additional process measure TBD	TBD	TBD	TBD	TBD	up	Quarterly	TBD	Mark Barkley	Inactive	New measure under development. Target date for full activation: January, 2016	
OP6 - Managing Services, Process Owner: Rick Torrance														
OP6.A	Time	Percent of Managed Services Programs meeting timeliness goal	Number of managed services programs meeting timeliness goal divided by the number of managed services programs reporting.	60%	60%-80%	80%	80%	up	Quarterly	Varies	Rick Torrance	Active	We have five programs reporting on this measure.	100%
OP6.B	Quality	Percent of Managed Services Programs meeting customer satisfaction goal	Number of managed services programs meeting customer satisfaction goal divided by the number of managed services programs reporting.	60%	60%-80%	80%	80%	up	Quarterly	Varies	Rick Torrance	Active	We have four programs reporting on this measure.	100%
OP6.C	Quality	Percent of Managed Services Programs meeting internal rework goal	Number of managed services programs meeting rework goal divided by the number of managed services programs reporting.	60%	60%-80%	80%	80%	up	Quarterly	Varies	Rick Torrance	Active	We have four programs reporting on this measure.	100%
OP6.D	Cost/ Quant.	Percent of Managed Services Programs reporting on all three measures	Total number of managed services programs reporting on all three measures divided by 17 total	50%	50%-100%	100%	100%	up	Quarterly	Varies	Rick Torrance	Active	Three programs reporting on all three measures.	33.3%
OP7 - Closing Out Funding Period, Process Owner: Connie Shumate														
OP7.A	Time	Percent of financial close out reports submitted on time	Total number of financial closeout reports divided by total number of closeout reports submitted late	90%	90%-95%	95%	0	up	Quarterly	ASD	ASD Accounting	Inactive	Data source is ASD - Accounting for Federal. Target date for Full Activation: January 2015	

Measure Number	Type	Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
OP7.B	Time	Submitting programmatic reports submitted on time	Total close out reports submitted on time divided by total number of programmatic closeout reports	90%	90%-95%	95%	0	up	Quarterly	Manager	Program Manager	Inactive	Data source is Program Manager. Target Date for Full Activation: January 2016	
OP7.C	Quality	Percent of final reports returned	Percent of final reports returned for changes divided by total final reports	10%	10%-5%	5%	0	down	Quarterly	ASD	ASD Accounting	Inactive	Target Date for Full Activation: January 2016	
OP7.D	Quality	Staff trained on federal and/or programmatic funding close out reports	Count of staff trained	TBD	TBD	TBD	0	up	Quarterly	Rosters	Connie Shumate	Inactive	Target Date for Full Activation: January 2016	
SP1 - Supporting and Developing Our Workforce, Process Owner: Michaela Doelman														
SP1.A	Time	Onboarding	Number of days it takes to turn in the completed onboarding checklist	100	100-90	90	91 days	down	Monthly	New	Michaela Doelman	Inactive	Data source is new spreadsheet. We are starting to measure this on January 1, and will have data after 90 days so hopefully by the next QTR, if not then the following. Target date for full activation: January, 2015.	
SP1.B	Quality	Types of Turnover	Difference of SuccessFactor's Scores of employees leaving the agency with the agency average score	0.4	0.4-0.15	0.15	<.1	down	Quarterly	SF	Michaela Doelman	Active	Data source is SuccessFactors Report couples with names of off-boarded employees. Average SF score for the agency is 3.36 so this number is lower than the employee average but close, which is a good thing because it shows the employees leaving are not outliers. Averages over the past year by type are: Resignation= 3.28, Retirement/Death=3.43, Disability Separation = 2.61, Promotion/Transfer = 3.61. Looking at this, we also want to make sure that there are no outliers.	0.01
SP1.C	Cost/ Quant.	Readiness to work	Number of employee change forms not turned in or filled out incorrectly causing an employee to not have something on their first day	3	n/a	2	0	down	Monthly	Form	Commerce Customer Service	Inactive	Data source is employee change form not turned in. We are currently working on the process to automate this form so we can collect the data. Target date for full activation: April, 2015.	

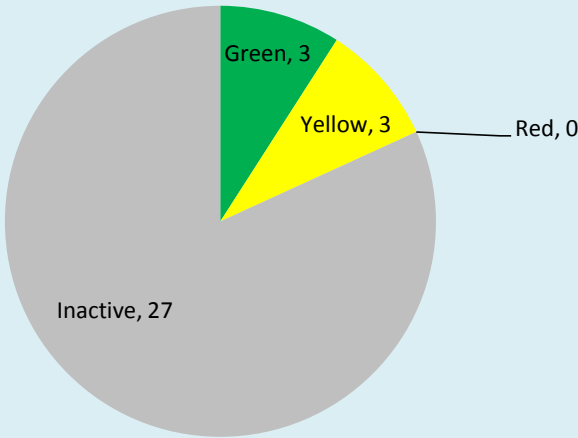
Measure Number	Type	Measure Name	Measure Calculation	Red	Yellow	Green	Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
SP1.D	Cost/ Quant.	Training investments	Average number of hours invested in training and development for employees	0	0-6	6	5	up	Quarterly	Roster	Michaela Doelman	Active	Data source is LMS training roster. Training is significantly lower than what we expected. However, we plan on using the LMS more so internal trainings are counted in here and also that we offer more internal trainings (once we get standard operating processes) so this number should go up.	4.3
SP2 - Effectively Managing Finances, Process Owner: Wendi Gunther														
SP2.A	Time	Number of days to pay vendors	Date received by agency to date payment processed (batch approved)	15 days	15-10 days	10 days	7 days	down	Quarterly	Report	Cindy Trambitas	Active	Data source is CMS "Warrant Performance Extract" report.	5.9
SP2.B	Quality	Number of correcting journal vouchers	Number of journal vouchers that correct data in the system	10%	10%-5%	5%	2%	down	Monthly	0	Mariann Schols	Active	New data set, so getting baseline information. Data will continue to be reviewed and evaluated if the target is reasonable.	6.1%
SP2.C	Cost/ Quant.	Percent cost of agency administration	Agency wide level administration expenditures divided by agency total expenditures	4%	4%-3%	3%	2%	down	Monthly	0	Connie Robins	Active	This includes: ASD, the Director's Office, the Deputy Director's Office, and External Relations Office (admin only).	1.7%
SP3 - Leveraging Technology, Process Owner: Gary Wilkinson														
SP3.A	Cost/ Quant.	Late deliveries	Total number of requests completed late / total number of completed requests	21%	21%-10%	10%	<10%	down	Quarterly	IS SRS	Gary W.	Active	Partial data on new requests for IT services is now captured in the existing Help Desk ticket system and combined with data kept in SharePoint Team sites. A new Help Desk System will be operational by September 1 and better data will be able to be captured and reported on.	0.2%
SP3.B	Cost/ Quant.	Downtime	Number of unscheduled outage hours / total scheduled service hours	5%	5%-1%	1%	0	down	Quarterly	IS SRS	Gary W.	Active	Partial data on new requests for IT services is now captured in the existing Help Desk ticket system and combined with data kept in SharePoint Team sites. A new Help Desk System will be operational by September 1 and better data will be able to be captured and reported on.	0.15%

Measure Number	Type	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
				Red	Yellow	Green								
SP3.C	Cost/ Quant.	Rework	Number of requests needing rework / number of requests completed	31%	31%-20%	20%	<20%	down	Quarterly	IS SRS	Gary W.	Active	Partial data on new requests for IT services is now captured in the existing Help Desk ticket system and combined with data kept in SharePoint Team sites. A new Help Desk System will be operational by September 1 and better data will be able to be captured and reported on.	1.4%
SP4 - Communicating Effectively, Process Owner: Penny Thomas														
SP4.A	Time	Response time	Number of days to complete project	TBD	TBD	TBD	TBD	down	0	0	0	Inactive	Target date for activation - October, 2014	
SP4.B	Time	Response time	Number of jobs not completed in target time divided by total jobs completed	25%	25%-0%	5%	0%	down	Quarterly	0	0	Inactive	Target date for activation - October, 2014	
SP4.C	Quality	Effective planning	Number of scheduled projects w/completed scope guides divided by total projects	60%	60%-90%	90%	91%	up	Quarterly	0	0	Inactive	Target date for activation - October, 2014	
SP4.D	Cost/ Quant.	Pipeline load	Number of jobs completed	TBD	TBD	TBD	TBD	up	Monthly	0	0	Inactive	Target date for activation - October, 2014	
SP4.E	Cost/ Quant.	Pipeline load	Number of jobs completed divided by total jobs	75%	75%-90%	90%	95%	up	Monthly	0	0	Inactive	Target date for activation - October, 2014	

Measure Number	Type	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
				Red	Yellow	Green								
SP5 - Proactively Managing Risk, Process Owner: Sonya Smith-Pratt														
SP5.A	Time	Percent of corrective actions completed on time	For prior year audit findings, list the due dates of the corrections actions. Count the number of corrections completed timely. Divide timely corrective actions by all corrective actions.	75%	75%-80%	80%	80%	up	Quarterly	See Comments	Sonya Smith-Pratt	Active	Data source - Published audit reports, Corrective Action plans, and results reported by Program Managers.	100%
SP5.B	Quality	Percent of programs with risk assessment documents	List of programs within Commerce. Count number reporting they have a risk assessment.	75%	75%-100%	100%	100%	up	Quarterly	See Comments	Sonya Smith-Pratt	Active	Create listing of all programs with risk assessment document. Target date for full activation: July, 2014. 8/4/14 With the Program Survey, we received a response of 21/40 that had risk assessments.	55.0%
SP5.C	Quality	Percent of programs with monitoring plans	List of programs with Commerce. Count the number reporting they have a monitoring plan	75%	75%-80%	80%	100%	up	Quarterly	See Comments	Sonya Smith-Pratt	Partially Active	Create listing of all programs with monitoring plans. Target date for full activation: January 2015	
SP5.D	Quality	Repeat findings	Count the number of findings with similar issues from SAO and Federal auditors carried forward	1	1-0	0	0	down	Quarterly	Audit Rpt	Sonya Smith-Pratt	Active	No change since the last report. I anticipate SAO will begin auditing Commerce during Q1 and continue through Q2. We've made progress with the help of the problem solving team.	2
SP5.E	Cost/ Quant.	Unallowable costs	Total the amount of unallowable costs from audit reports	More than \$10,000	\$10,000	Less than \$10,000	0	down	Quarterly	Audit Rpt	Sonya Smith-Pratt	Active	No change in Q4.	0
SP5.F	Cost/ Quant.	Percent of staff who receive training on risk-related topics	Count the number of staff attending each risk-related training	50%	50%-90%	90%	95%	up	Quarterly	Training Rosters	Sonya Smith-Pratt	Inactive	Target date for full activation: January 2015	
SP6 - Optimizing Agency Performance, Process Owner: Rebecca Stillings														
SP6.A	Quality	On time reporting	Number of quarterly measures reported on time divided by total quarterly measures	50%	50%-80%	80%	80%	up	Quarterly	Scorecard	Rebecca Stillings	Active	23 out of 24 measures submitted on-time. Moved from yellow to green.	95.8%
SP6.B	Cost/ Quant.	Sustained Red	Count of process measures continuing to be red for 3 quarters or more divided by total number of red process measures	25%	25%-5%	5%	0%	down	Quarterly	Scorecard	Nicky Gleason	Inactive	Future measure as there will be no data for 3 QTR's. Target date for full activation: January, 2014.	

Measure Number	Type	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
				Red	Yellow	Green								
SP6.C	Cost/ Quant.	Staff able to see their work in performance measures	Number of staff responding positively to survey divided by total survey responses	50%	50%-75%	75%	80%	up	Quarterly	Survey	Nicky Gleason	Inactive	No data until either an internal customer survey is conducted or until this measure is integrated into Success Factors. Target date for full activation: October, 2014.	
SP6.D	Cost/ Quant.	Process efforts in corrective action	Total number of processes in red undergoing Lean or 7-Step improvement efforts that move to yellow or green	1	1-3	3	4	up	Quarterly	Scorecard	Nicky Gleason	Inactive	Future measure as there will be no data for 3 QTR's. Target date for full activation: October, 2014.	
SP6.E	Quality	POG measures	Number of quarterly POG measures reported on time divided by total quarterly measures	80%	80%-100%	100%	100%	up	Quarterly	Manual count	Nicky Gleason	Active	This quarter 31 of 41 measures or 75.61% were reported on-time. (up from 0%) The Agency Wide Data Steward has now defined what "on-time" means and is following up with those responsible for the late data. Two division represent the ten measures that were reported late.	75.6%
SP6.F	Time	Percent of Measures activated per activation schedule	Number of newly "fully activated" measures in the new quarter divided by the total targetted new activations per schedule.	50%	50%-75%	75%	100%	up	Quarterly	Manual count	Nicky Gleason	Active	Two Core Process Measures and six Outcome Measures activated for the August QTR (one was scheduled). There are 20 measures up for activation for the next QTR including: OP3.a, OP4.b, OP4.d, SP4.a, SP4.b, SP4.c, SP4.d, SP4.e, SP5.c, SP5.f, SP6.c, SP6.d, OM1.a, OM1.b, OM1.c, OM2.a, OM2.c, OM7.a, OM7.b, OM7.f	100%

Current QTR
Performance



Measure Number	Measure Name	Measure Calculation	Range	60%-35%			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
			Red	Yellow	Green									
Outcome 1 - Employee Engagement Outcome Owner: Dan McConnon														
Employees who are proactive, offer ideas for improvement, take initiative, and demonstrate a willingness to work across program lines. Employees who bring his or her “best self” to work, are fully present and enthusiastic about their work, AND takes positive action to further Commerce’s reputation and interests.														
OM1.A	Employee Satisfaction	Percent improvement on survey	TBD	TBD	TBD	TBD	up	Quarterly	Survey	Rebecca Stillings	Inactive	Target activation date: October, 2014		
OM1.B	Employee Engagement	Percent improvement on survey	TBD	TBD	TBD	TBD	up	Quarterly	Survey	Rebecca Stillings	Inactive	Target activation date: October, 2014		
OM1.C	Culture of Respect	Percent improvement on survey	TBD	TBD	TBD	TBD	up	Quarterly	Survey	Rebecca Stillings	Inactive	Target activation date: October, 2014		
OM 1.D	Ideas Program	Increased Ideas	TBD	TBD	TBD	TBD	up	Quarterly	TBD	Rebecca Stillings	Inactive	Target activation date: April, 2015		
Outcome 2 - Optimized Operations Outcome Owner: Connie Robins														
Optimized operations are cost effective, include innovative approaches, demonstrate Lean attributes, and achieve the planned results.														
OM2.A	Variance to allotment	Percent of variance	TBD	TBD	TBD	TBD	down	Quarterly	Allotment System	Connie Robins	Inactive	Target activation date: October, 2014		
OM2.B	Cost of Administration	Percent of total expenditures used for admin expenses	4%	4%-3%	3%	2%	down	Quarterly	AFRS	Connie Robins	Inactive	Active as Supporting Process measure		
OM2.C	Measure Improvements	Percent of measures that improve	TBD	TBD	TBD	TBD	up	Quarterly	QTR Scorecard	Connie Robins	Inactive	Target activation date: October, 2014		
OM2.D	Timely problem solving	Number of days from recommendation to kick off	60 days or more	60-35	35 days or less	30 days	down	Quarterly	Tracking Sheet	Bev Emery	Active		37	
Outcome 3 - Engaged Stakeholders Outcome Owner: Nick Demerice														
Stakeholder engagement means implementing an agency-wide strategic approach to identify, map, and analyze our stakeholders, so that we can ensure transparent, fair, and consistent interactions. A stakeholder is anybody who is interested in, can affect, or is affected by our agency, strategies, programs or projects, or has the power to respond, negotiate or change the future of our work.														
OM3.A	Accessible communications and outreach		TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014		

Measure Number	Measure Name	Measure Calculation	Range	60%-35%		Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/Inactive	Comments	Last Measure
OM3.B	Improved electronic engagement resources		TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014	
OM3.C	Stakeholder satisfaction survey		TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014	
Outcome 4 - Decreased Carbon Footprint Outcome Owner: Rick Locke													
We work with State agencies, utilities, regulatory groups, research institutions, private businesses, and other stakeholders to support and fund: energy conservation, energy efficiency, and renewable energy production in Washington State.													
OM4.A	Revolving Loan Fund	Number of loans placed annually	Less than 100	101-300	300+	\$61M					Inactive	Target activation date: TBD	
OM4.B	Smart Grid Program	Increased use of renewable resources	Less than 2%	2-7% increase	7+% increase						Inactive	Target activation date: TBD	
OM4.C	New Annual Alternative Fuels and Vehicle Use	CO2e avoided	Less than 5%	5-11% increase	11+% increase						Inactive	Target activation date: TBD	
OM4.D	Utility Analysis & Reporting	Year 2020 - renewables	Less than 3%	3-12%	12+% increase	14%					Inactive	Target activation date: TBD	
Outcome 5 - Increased Investment in Washington State Outcome Owner: Kendee Yamaguchi													
Commerce stimulates investment in Washington State in two ways. The first is through providing pass through grants and loans into communities. Examples of this are projects funded through the Housing Trust Fund and the Community Development Block Grant programs, which leverages additional public and private funds. The second is to assist communities, businesses, and governmental organizations who wish to invest in Washington State with either private or public money, often with no direct financial investment by Commerce. An example of this is assisting a business that expands its market into a foreign country, which results in increased goods sold.													
OM5.A	Pass thru compared to three year average	Dollars (in millions) passed through, compared to baseline average	Less than \$110 million	\$110-\$123 million	\$123+ million						Active	Expenditure data was pulled July 30, and fiscal cutoff is August 22, so changes to final expenditure actuals subject to change.	\$170 million
OM5.B	Dollars leveraged	Dollars leveraged for each applicable dollar of pass thru	\$1.50 or less	\$1.50 - \$3.00	\$3.00 or more						Inactive	Target activation date: January, 2015	
OM5.C	Percent increase in pass thru	Pass thru dollars divided by pass thru from previous biennium	90% of baseline or less	90% - 99% of baseline	100+% of baseline						Active		138.0%
Outcome 6 - Equitable Resources for Disadvantaged Areas and Populations Outcome Owner: Nick Demerice													
The department is responsive to the needs of all populations and resources are targeted effectively to ensure access by those with the greatest unmet needs.													
OM6.A	Rural/Urban Split		TBD	TBD	TBD	TBD					Inactive	Target activation date: TBD	
OM6.B	OMWBE Usage		TBD	TBD	TBD	TBD					Inactive	Target activation date: TBD	
OM6.C	Resources going to Tribal Nations		TBD	TBD	TBD	TBD					Inactive	Target activation date: TBD	
Outcome 7 - Build and Maintain Local Capacity Outcome Owner: Diane Klontz													
Develop and sustain the ability of people and communities to meet their social, economic, health, environmental, and safety needs.													
OM7.A	Local Fiscal Health Measure 1	Percent of expenditures used for capital by cities and counties (debt service)	TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014	
OM7.B	Local Fiscal Health Measure 2	Local leveraging: Available debt capacity-includes school and port districts	TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014	
OM7.C	Infrastructure Measure 1	Violations of discharge standards	TBD	TBD	TBD	TBD					Inactive	Target activation date: January, 2015	

Measure Number	Measure Name	Measure Calculation	Range			Target	Desired Direction	Frequency	Data Source	Measure Owner	Active/ Inactive	Comments	Last Measure
			Red	Yellow	Green								
OM7.D	Infrastructure Measure 2	Local govt progress against five year plans	TBD	TBD	TBD	TBD					Inactive	Target activation date: January, 2015	
OM7.E	GMA Measure	Number of jurisdictions not in compliance	TBD	TBD	TBD	TBD					Inactive	Target activation date: July, 2015	
OM7.F	Poverty Measure	County gap of housing units available vs. people needing homes	TBD	TBD	TBD	TBD					Inactive	Target activation date: October, 2014	
OM7.G	Community Services Measure	Number of people on waiting list (therapy)	TBD	TBD	TBD	TBD					Inactive	Target activation date: July, 2015	
OM7.H	Community Services Measure	Number of people partially served/not served	TBD	TBD	TBD	TBD					Inactive	Target activation date: July, 2015	
Outcome 8 - Healthy Economic Climate Outcome Owner: Mary Trimarco													
Commerce contributes to a healthy economic climate through attracting private and making public investments to create jobs.													
OM8.A	Jobs created from Commerce Activities		350 jobs or less	351-799 jobs	800+ jobs						Active	Currently only BSD data	625
OM8.B	Private investment generated from company expansion (in millions)		\$50 million or less	\$50 - \$90 million	\$90+ million						Active	Currently only BSD data	\$75 million
OM8.C	Export Sales (in millions)		\$31 million or less	\$31-\$43 million	\$43+ million						Active		\$63.3 million
OM8.D	Red Tape Index		TBD	TBD	TBD	TBD					Inactive	Target activation date: TBD	